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KS/304

25 June 1975

MEMORANDUM FOR: Director of Training

SUBJECT : Changes in the Senior Operations Course to Accommodate
Proposed Changes in the Chiefs of Station SeminarREFERENCE : A. DDO Operations Training Task Force Memo to DTR
dtd 14 May 1975, Subj: Senior Operations CourseB. COS Seminar Coordinator Memo to DTR dtd 29 May 1975,
Subj: Senior Operations Course

1. This memorandum is for your information.

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2. [REDACTED] has reviewed referent memoranda.

The Senior Operations Course (SOC) and the Chiefs of Station Seminar (COSS) are two separate courses that cater to the needs of two separate groups of officers. The SOC is for officers grade GS-12 through GS-16, the majority of whom will be operations officers or senior operations officers in the field rather than taking the SOC in preparation for a COS or Chief of Base assignment. The COS Seminar is designed for officers who have been selected to be Chiefs of Station or Chiefs of Base and the curriculum has been developed to assist them in their specific management jobs as COS or COB. Obviously, a number of subjects applicable to a senior operations officer are also applicable to prospective COS and COB. If the Deputy Director of Operations determines that all COS and COB must take the SOC as a prerequisite before assignment abroad, it will be possible to drastically reduce if not eliminate the COS Seminar. It is our view, however, that for a variety of reasons, the DDO is unlikely to make such a policy determination. We further believe that the COS Seminar contains subject matter which is not relevant to operations per se; for example, personnel management, finance, EEO, and a variety of other administrative related subjects concerning Station management which are outside the normal purview of operations.

3. We see nothing inherently wrong in a certain amount of duplication between the COS Seminar and the SOC. For the most part, this duplication concerns the management of operations rather than the various skills involved in agent handling.

4. We also believe that by including COS and COB in the SOC, the SOC will have to expand to six weeks to include most, if not all of the COS Seminar subjects. However, most of the class will not be COS or COB thus a considerable block of instruction will have little relevance to the needs of the majority of the class. We think there is value in separating the

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Approved For Release 2000/08/15 : CIA-RDP80-00308A000100020011-4

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training of the general operations officer from the specialized briefings that are received by those officers who are being assigned as COS and COB. By doing this a degree of exclusiveness is given to COS and COB that would otherwise be denied them if they were included in a class of officers, a majority of whom are not being assigned as COS and COB.

5. On balance, it is our opinion that the duplication between the proposed SOC and COS Seminar is so limited as to be insignificant and we recommend that the COS Seminar remain essentially the way it is at present unless a policy decision is made to require all COS and COB to take the SOC as a prerequisite to their assignment abroad. The administrative problem of scheduling senior officers for the SOC is so well known as to not require further elaboration here. Suffice it to say that time is at a premium for officers going abroad in senior management positions and for them to take five or six weeks out of the last two or three months of their Headquarters assignment, while perhaps desirable, is not very realistic as experience has proven over the years.

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